

institute conductors and provides for the appropriation of not more than two hundred dollars by each county for institute work. If this section were amended so as to require each county to appropriate at least two hundred dollars for a county institute and summer school once in two years, the State Superintendent has in mind a plan by which he could easily organize this institute and summer school work upon such a basis as would enable him to employ trained men for it who could make it their main business and not a mere side issue, who would be able to make themselves expert and efficient in every way.

"Under this plan the work could be organized in such a way as to supplement and give effectiveness to the professional work carried on through the manuals for teachers, issued as bulletins from time to time by the State Department of Public Instruction. A systematic, progressive course of institute work could be arranged and put into successful execution whereby the teachers would receive credit for the work done each year, and the same teachers, after having completed one year's work, would not be required to go over the same ground in the next institute. The successful completion of the entire course of two or three years of institute and summer school work might lead to the issuance of longer term certificates valid in other counties of the State, and possibly to excusing from future compulsory attendance upon county institutes and summer schools. In this way definiteness and direction could be given to this work, greater incentive would be given the teachers to attend and greater benefits in every way would be derived by attendance. Much less difficulty, I have no doubt, would be experienced in securing attendance, and there would be much less complaint about compulsory attendance.

"Under this plan the institute and summer school work would cost but little more than it now costs. It is now costing from \$4,000 to \$5,000 a year for institutes in not more than fifty-four counties a year. Under this plan the cost would not exceed \$10,000 a year. Much more effective institutes and summer schools, with much more efficient conductors, would be held in every county of the State for a longer term at least once in two years at a biennial expense of two hundred dollars to the county. Not one cent of State appropriation would be necessary. The only change in the school law necessary to secure this great improvement in the institute and summer school work would be a change of section 4167 thereof so as to make the appropriation of two hundred dollars by each county for institute and summer school work mandatory once in two years instead of permissive, as at present.

"Other means of placing the opportunities of improvement within easy reach of the rank and file of the teachers are the manuals on teaching the different subjects issued as bulletins from the Department of Public Instruction, County Teachers' Associations, and a State Teachers' Reading Circle. The work of these should be correlated with the work of the county institutes and summer schools. In the county associations, and in the institutes, and in the examinations for teachers' certificates, the teachers could be held responsible for the work outlined in the teachers' manuals and in the course of study sent out beforehand for the county institute, and in this way could be somewhat prepared beforehand for the work of the institute. In this way a competent County Superintendent, whose salary justified his giving his time to the work, could carry on all the year the same sort of work in teacher-training as is carried on by a competent superintendent of a town or city system of